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**AID TO ARTISANS GHANA (ATAG)**  
**FIVE-YEAR STRATEGIC PLAN**  
**1998-2003**

**June 1998**

**Developed with USAID and Aid to Artisans (ATA)**

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# **AID TO ARTISANS GHANA**

## **Five-Year Strategic Plan 1998-2003**

### **I EXECUTIVE SUMMARY**

After eight years of supporting the Ghanaian artisan community, ATAG has emerged as the key NGO leader in the Ghanaian craft industry, providing economic opportunities through craft development for the rural and urban poor. Milestones such as the building of a new Craft Village, progressive design innovations, aggressive marketing outreach through trade shows and in-country buyer facilitation are major accomplishments. To successfully continue to meet and surpass the expectations associated with this leading role, ATAG underwent a strategic planning exercise and SWOT analysis to identify the critical steps needed to build a solid foundation from which ATAG can move into the next century. The Conference on the Development of the Handicraft Industry held in December 1997, organized under the auspices of ATAG, provided significant insight into the needs of the craft community. It also provided recommendations, for those in key positions, like ATAG, to strengthen Ghanaian artisans' competitive advantage both locally and internationally. Other key inputs to ATAG's planning process included a study commissioned by ATAG on the perceptions of ATAG beneficiaries and a buyer's survey conducted by Aid to Artisans.

The growth directions and implementation steps presented in this document draw together the highlights and conclusions of the above activities and the strategic planning process undertaken by Aid to Artisans Ghana in April 1998 and facilitated by Aid to Artisans and USAID. This planning activity served as a means to verify ATAG's vision, mission and objectives for the next five years, and to outline the various organizational, programmatic and financial strategies needed to be successful.

One of the most critical underlying factors driving this plan is the need for ATAG to become financially independent. The plan reflects the expectation of receiving donor funding, for the initial four years. Based on this, it outlines steps ATAG needs to take to transform its organizational structure by increasing staff, adding expertise (and new departments) in the areas of market-driven product development/design, appropriate technology, marketing, and retail stores, and, strengthening its ability to carry out effective craft business training and manage increased financial levels and responsibilities. Equally important to financial sustainability is increasing employment and the sale of Ghanaian handmade products, both locally and internationally. To address these issues, ATAG will embark on the development of a Research, Resource & Design Center that will enable it to bring Ghanaian product development and design to the forefront of the marketplace, and address production capacity barriers. This Center will also provide the opportunity to conduct in-depth research to assess the impact of craft development on Ghana's environment in relation to current raw materials and methods of production used. It will give attention to the use of wood in handcrafted products, for example, identify alternative sources to wood-fuel for firing, create linkages with conservation institutions engaged in reforestation programs, and identify other available, renewable natural resources.

A comprehensive marketing strategy for both the US and Europe is also outlined, building on the needs of the various distribution channels. Market trends in the US and Europe provides a strong niche for Ghanaian products. Those trends include multicultural awareness, emphasis on home, environmental awareness, and in the US, the browning of America. The universe of buyers in the U S and Europe relevant for Ghanaian craft producer/exporters includes large retailers with handicrafts as their core business, low cost discounters, design conscious importers, small independent, African American-owned retailers, department stores and fair trade buyers. During the ATAG Strategic Planning Exercise, general

priorities were set about which buyer groups to target and focus on taking into account both ATAG's goals for the craft sector and each buyer groups' characteristics and purchasing requirements

National goals have been set for handicraft export as a means to elevating the standard of living of Ghana. While the accomplishments of ATAG alone will not accomplish these goals, the actions, programs and resources of ATAG will have a defining impact on how, when and even *whether* these goals will be achieved. ATAG must be a visionary, an innovator, an advocate/lobbyist, a communicator, a diplomat, and an organizer.

Over the next five years, ATAG is embarking on a mission that will dramatically increase the breadth and complexity of its operations and programs. To ensure a successful transition and outcome, the ATAG Board and Management must undertake, in advance of donor funding, a number of actions to lay the proper foundation. The Board of Directors will need to play an active role during this pre-grant phase. Activities in this phase include 1) the development of a personnel strategy, 2) staff development and organizational restructuring, 3) defining of ATAG's operations and services, 4) clarification of new program initiatives and partners, 5) a strategy for improving store performance and expansion, and 6) preparing finance and administration by developing systems to manage growth.

ATAG's new direction requires new administrative procedures, technologies, roles and responsibilities and staffing patterns to meet client demand. Some existing positions will be redefined, including the Executive Director, Administrative Secretary, and the Manager of Finance and Administration. The National Field Director will be re-titled as Assistant Manager/Field, working under the Operations Manager, a new position being developed, and the Program Coordinator re-titled as a Programs Monitoring & Evaluation Coordinator. New positions to be added include a Stores Manager, Market Development Manager, Operations Manager and an Assistant Manager/Research, Resource & Design (RR&D), who will be working under the Operations Manager.

This document was developed to guide ATAG, its Board and staff, through its next phase of development. It is to be used on a monthly basis to plan and monitor activities, and on a yearly basis to revisit and revise, if necessary, its departmental and overall strategic plan.

## **ATAG VISION**

ATAG's vision is to be a sustainable NGO, helping to move Ghana into a middle income country by the year 2020 by providing cost effective assistance to local artisans, enabling them to produce and deliver quality, marketable handicrafts

## **ATAG MISSION STATEMENT**

Aid to Artisans Ghana (ATAG), a non-governmental organization, offers practical assistance to Ghanaian artisans, working in partnerships to foster artistic traditions, cultural vitality and community well being. Through training and collaboration in product development, production, marketing and business development, ATAG fosters sustainable economic and social benefits by way of employment creation and income generation for craftspeople in an environmentally sensitive and culturally respectful manner.

## **OBJECTIVES**

- 1) To identify, expand and strengthen market linkages for the Ghanaian handicraft industry
- 2) To design and develop new, high quality product lines in response to the market
- 3) To improve technical assistance in business management skills and production capacity to craftspeople, producers and exporters
- 4) To develop and assist a Trade Network (artisans, producers exporters) as an effective linkage between the producer and the buyer
- 5) To assist craftspeople, producers and exporters to access good quality raw materials, tools and credit, appropriate production techniques and technology
- 6) To build ATAG's capacity to deliver improved services on a sustainable basis
- 7) To build ATAG as a financially sustainable entity
- 8) To develop and strengthen linkages with relevant institutions addressing the problems and issues faced by craftspeople, producers and exporters

## **II MAGNITUDE OF THE OPPORTUNITY Presented by U S and European Markets for Ghanaian Artisan Craft Suppliers/Exporters/Agents**

Market Definition "Afrocentric" is a general term that describes a wide range of personal and home consumer products sourced from Africa and across the African Diaspora, including the US, the Caribbean and Latin America (e.g. Brazil). Some products are authentically African in origin with traditional uses and functions like woodcarvings, baskets, and handwoven textiles. Other products are African in origin but have been adapted to contemporary tastes and preferences (i.e. woven textiles made into pillows and table mats and wood masks miniaturized for use as Christmas ornaments). Still other products while not African in origin are African inspired like the prestige line of African motif scarves created by the French designer Hermes in 1997. Finally, Afrocentric also refers to products that reflect contemporary African American heritage and culture, such as a calendar featuring jazz greats or black historical figures.

### **A U S Trends Impacting the Demand for Ghanaian Handicraft Products**

Multicultural Awareness As the face of America changes, U.S. business has begun implementing marketing themes of "diversity" and "inclusiveness" which are striking a chord with all consumers. This multicultural awareness is showing up in American living rooms in the form of ethnic motif home decorations (masks, baskets, and textiles), Brazilian rain forest products, etc. Many of these items are well suited for artisan production in Ghana.

Emphasis on Home According to the U.S. Bureau of Census, the median age in the United States will reach 36 at the turn of the century, hitting 40 around 2020. With the maturing of the baby boom generation in the U.S., the emphasis has shifted from outward self-gratifying products (such as BMW's) to inward self-gratifying products for the home. Americans are staying at home more and want products that make the home environment comfortable and aesthetically pleasing. The confluence of trends toward "home" and multiculturalism has expanded the market for reasonably priced ethnic home accessories (picture frames, pillows, candleholders, etc). This trend is evident in the product focus of stores like Pier 1 that source decorative home accessories from artisans in over 40 countries including Ghana.

Environmental Awareness Recycling, clean technology, and renewable energy are major themes of the 1990's. Translated into a fashion trend, the environmental "look" is natural and unfinished. In the home furnishings market the focus is on decorative accessories made of natural materials (especially wood and ceramics), natural dyes, and hand painted earthy colors. Ghanaian masks, earthenware, metalwork and baskets, easily fit this new aesthetic and thus, can become important elements of interior design.

The Browning of America U.S. demographics are changing dramatically with the rapid growth of minority groups. By the early 21st century one-quarter to one-third of all Americans will belong to a racial or ethnic minority. African Americans are the largest ethnic group in America, numbering some 30 million with an annual purchasing power of nearly US\$400 billion.

The African American desire to retain, celebrate and pass on African traditions and artifacts has created a market opportunity for African handicraft producers to supply U.S. retailers. Afrocentric merchandise, most notably in giftware, decorative home accessories and apparel.

Ghana, with its diverse product offerings is a potentially important resource country for Afrocentric merchandise. Many Ghanaian products reflecting indigenous culture (including kente cloth, akuaba dolls, Adinkra symbols and Ashanti stools) are already well known in the U S. For the ATAG trade network, these products provide a foundation on which to build.

## **B      Size of the U S Market for Afrocentric Products**

Ghanaian artisans have the potential to sell into several major US markets, including home decor and gift, accent furniture, garden, and tabletop and lighting accessories. According to a Universe Study published in March 1996 by *Home Accents Today*, the entire home accents universe, made up of 10 categories (textiles, accent furniture, lighting fixtures, portable lamps, area rugs, wall decor, table accessories, other tabletop, permanent botanicals, and collectibles) was estimated at \$39.4 billion in retail dollars. Positioning Ghanaian products in these varying market niches through market-driven product design/development will allow craft businesses to capture their share of the industry.

Estimated Size Few statistics are available about the Afrocentric market. The estimated and potential size of the U S market are based on research findings and are intended to provide a rough order of magnitude rather than a precise measure.

The estimated size of the current U S market for Afrocentric products is between US\$400 and US\$800 million, which includes clothing. The lower figure is derived by adding the retail sales of, inter alia, Afrocentric specialty stores, festivals including Black Expo, mainstream channels such as K-Mart, JC Penney, Dayton Hudson and Essence Catalog as well as IBN, the largest importer of African clothing, fabric and textiles and Eastern Arcade, the largest importer of African artifacts and folk art, including masks, other woodcarvings, basketry and earthenware.

The higher figure is estimated by focusing on the core consumer for Afrocentric products, African Americans and assuming that a certain percentage of African American expenditure on apparel products, gift items, household furnishings and housewares are Afrocentric. According to the U S Bureau of Labor Statistics' Consumer Expenditure Survey, African Americans expenditure on the above mentioned product categories is \$US19.7 billion. Assuming conservatively that 4 percent of this expenditure is specifically Afrocentric, the estimated market size for Afrocentric products, including clothing, is just under \$800 million. Even this figure would tend to be on the low side as it does not take into account cross over purchases from white consumers, estimated to be significant, but impossible to measure.

In sum, the U S market for Afrocentric products represents a window of opportunity for Ghanaian suppliers capable of delivering goods in significant volumes, reliably and at a competitive price.

## **C      Ghana's Share of US Craft Imports**

Estimates of US craft imports are likely to be understated. "Handicrafts" has no heading or chapter within the Harmonized Commodity Description and Coding System (HS), the system used by customs authorities, importers and exporters to manage the classification of international trade. To track handicrafts, thus, requires a tedious review of numerous individual product categories. This system of tracking is imprecise and some imports may go undetected.

However, tracking 13 product groups readily identifiable as handcrafted/handmade articles, it is estimated that U S imports of handicrafts exceeds US\$1.2 billion (1994 figures) of which Africa's share, less than 0.01 percent, is miniscule. Ghana's share is a tiny fraction of this total. While exports from Ghana estimated at \$4.7 million in 1997, worldwide, account for an inconsequential share of the U S market for handicrafts, they have significant potential based on recent trends and growing U S demand for Afrocentric products.

#### **D European Trends Impacting the Demand for Ghanaian Handicraft Products**

The Western European home furnishings and decorative accessories market offers significant potential for African crafts producers. Many of the trends driving the demand for Afrocentric products in the general market in the U S are also evident in Europe. A comprehensive export marketing program for Ghanaian craft producers must address these opportunities. A small number of Ghanaian companies are already exhibiting and having success. More companies should have access to this market, and existing companies should continue to receive support until they are able to operate independently.

**Emphasis on Home** In Europe, a return to a "back-to-basics" mentality, spending more time at home and spending more money to make the home a functional and fashionable place is driven by the enduring recession and by lifestyle preferences. Like in the U S, this emphasis on home opens many opportunities for Ghanaian artisans to produce not only the traditional products for decorative uses, such as masks, and sculptures, but also contemporary functional products which address some of the major European home furnishings categories of home textiles, furniture, bed, bath, garden and kitchen products.

**Focus on Authenticity** A second trend is a growing interest in "authentic chic", that is simple, traditional or ethnic products and motifs promoted as decorative functional items. Translated into a fashion trend, authentic chic is rustic handmade products made using traditional techniques integrated into classic European home furnishing styles.

**Environmental Awareness** In Europe the growing interests in the ecological and environmental aspects of products manifests in both scientific and aesthetic ways. For many customers in Europe (and the U S), the environmental impact of the materials that make up the product, its finish and method of production is the determining factor in buying decisions. This is especially true in Germany. For others, it is more an emphasis on natural materials, colors, patterns in an almost "organic" style that is most appealing.

**Estimated Size** There are no statistics on the size of the market for Afrocentric products in Europe. Europe, however, does import more manufactured goods from Africa than the U S and Japan combined. While difficult to measure because of the diversity of product definitions, the EU home furnishings market represents at least US\$118.3 billion in retail sales annually (1992 figures). Due to its size and favorable market trends Europe is an attractive export opportunity for Ghanaian crafts producers.

### **III MARKET STRATEGY BY DISTRIBUTION CHANNEL**

The universe of buyers in the U S and Europe relevant for Ghanaian craft producer/exporters is very large. However, at present only a small handful source directly from Ghana. Existing buyers



may be segmented into four general tiers. These are (1) large retailers with handicrafts as their core business such as Pier 1, Cost Plus, IKEA, and Passport, (2) low cost discounters who buy opportunistically such as Marmax, (3) design conscious importers committed to sourcing product from Africa such as Bamboula, Swahili Imports, Porcupine Arts and Papagayo, and (4) fair trade buyers such as Oxfam Trading (UK) and Serrv International (US) with a market focus linked to a social agenda.

Conspicuously absent from Ghana is the small, independent, African American owned retail segment of the Afrocentric market. These buyers, though still in the early stages of development, represent significant long-term potential given their focus on African American shoppers, the core U.S. consumer for Afrocentric merchandise.

Also absent from Ghana are large department store chains such as J.C. Penney and Dayton Hudson. This tier of retailers has enormous purchasing power and considerable choice about where to buy product. They are accustomed to sourcing from medium to large multinational manufacturers, usually in the Far East, with the ability to produce thousands of dozens of units and the skill to deliver them throughout the year on a timely basis. These buyers are demanding and have little reservation about switching sources if their purchasing criteria is not met.

**ATAG's Role in the Development of the Craft Sector** ATAG's role is to work with Ghanaian craftspeople, producers and exporters to take advantage of opportunities to supply foreign retailers with Afrocentric merchandise. During the ATAG Strategic Planning Exercise, general priorities were set about which buyer groups to target and focus on taking into account both ATAG's goals for the craft sector and each buyer group's characteristics and purchasing requirements.

**A      Large Retailers with handicrafts as their core business, like Pier 1 and Cost Plus in the US and IKEA, Pier Imports, and Passport in Europe**

This tier of retailers will continue to be a major focus of ATAG's program initiatives. It already accounts for a significant part of Ghana's artisan craft exports. Buyers, like those mentioned above, source handicrafts worldwide and thus are very familiar with the constraints facing artisan producers. In Ghana, these buyers have shown a willingness to calibrate order size and timing to country capabilities and have returned each year to place repeat orders.

Ghanaian-made products, however, account for only a tiny fraction of Pier 1's retail sales, which total just under \$1 billion. There is, thus, considerable scope for increasing Ghanaian handicraft exports. The fact is that Pier 1 could buy more if Ghana could produce more. At present, enterprise level constraints, particularly in the production base itself, hold back expansion of handicraft exports. Consistent quality, particularly uniformity of output, is a persistent problem, especially as orders get bigger. Inefficient production technology and know-how continues to limit output. Inadequate product innovation and development restricts the range of products being purchased.

**ATAG's role** over the next five years is to put in place the strategies and programs (training, technical assistance and appropriate technology) to address the constraints described above. As these production and product development constraints are alleviated, ATAG will be in a strong position to persuade large retailers to commit to

more products in two ways. For buyers like Pier 1 who at present purchase limited quantities in only two or three product categories ATAG's goal is (a) to encourage deeper sales in each category and (b) to increase the number of categories they are currently buying in -- to add, for example, bed, bath and garden products. ATAG, in consultation with others, will formulate and implement marketing strategies to bring in new retailers from this buyer group.

**B     Low Cost Discounters who buy opportunistically, like Marmax**

Low cost discounters will be de-emphasized over the short to medium term. In practical terms what this means is that the needs of existing buyers like Marmax will continue to be serviced, but no effort will be made to recruit additional discount retailers. In general, these discounters tend to be predatory in their pricing, insensitive to producer capabilities, committed only for the short-term and present Ghana's products in a merchandising manner that degrades Ghana's handicraft skills and talents.

The fiercely competitive nature of discount retailing requires these buyers to be tough negotiators on price. What this means for Ghanaian suppliers is that there is very little margin for error. Even small missteps in production planning (and these will occur) can eliminate the profit margin on an order altogether. In Ghana, already a number of handicraft producer/exporters are exporting 50 percent or more of their production to discounters like Marmax. This places these suppliers in a very vulnerable position and is cause for concern.

**ATAG's role** is two fold. The first is to strengthen existing screening procedures. Not all producers/exporters should be able to exhibit products for discounters at ATAG sponsored shows. The second is training, particularly in the areas of costing and price negotiations, for those producer/exporters who are deemed eligible to participate in ATAG exhibitions.

**C     Design Conscious Importers committed to sourcing high quality handicraft products from Africa, such as Bamboula and Swahili Imports in the US and Porcupine Arts (UK), Decor & Design (Germany and the Netherlands) and Papagayo (France) in Europe**

The needs of this group of buyers will be assigned high priority over the next five years. Their Africa focus offers Ghanaian suppliers the opportunity to establish long-term buying relationships. Their lower volume requirements tend to be better matched to Ghanaian production capabilities. Their focus on higher quality products with more design content offers a higher margin potential to Ghanaian producers/exporters.

**ATAG's role** will be to address the production and product development constraints hindering the expansion of exports for this group of buyers. In many cases, improvements in production capability realized through learning and experience with larger retailers like Pier 1 and Ikea would be applicable to these importers. However, this group is more focused on high quality product design, viewing it as a marketplace competitive advantage. For ATAG what this means is that for this tier of buyers it will need to emphasize the provision of design services. In fact, importers, like mentioned above, are likely to be among the heaviest users of ATAG's new Resource Department as a source for new designs.

**D     Small, independent, African American-owned retailers such as 4W Circles and Tunde Dada**

The small, independent, African American-owned retail segment of the Afrocentric market is an emerging distribution niche whose current direct buying is virtually nonexistent in Ghana today. These stores source their Ghanaian products through companies like Eastern Art Arcade. Large US buyers have made it clear that they are prepared to source Afrocentric products in Asia if the country supply problems in Africa cannot be sorted out. This is not a realistic consideration for small Afrocentric retail stores whose predominantly African American customer base assigns importance and value to product "authenticity" and would not be receptive to African copy cat products made in Asia. Therefore, like the design conscious importers discussed above, small Afrocentric retail stores offer Ghanaian suppliers the opportunity to establish long-term relationships.

These stores also place strong emphasis on product design. The long-term marketability of Afrocentric products among customers in the US will depend on the successful evolution and adaptation of product designs to more contemporary tastes and preferences. For African American buyers, heritage and culture considerations strongly influence the product purchasing decision. Design ideas incorporating indigenous culture and with information on product use, origin and function will, thus, be key.

In the early stages, the orders placed by Afrocentric retail stores is likely to be small. This paves the way for development of buyer relationships with artisan groups in Ghana who may otherwise have no opportunity to export because their production capacity is too small to deal with the requirements of large retailers like Cost Plus or importers like Swahili Imports.

**ATAG will play a catalytic role** in the development of Afrocentric retail stores through the implementation of pilot initiatives to strengthen the relationship between these stores and Ghanaian artisan producers and exporters in the handicraft sector. ATAG working with IBBEMEC, the US Afrocentric retail store trade association, and Aid to Artisans, will, as part of a collaborative pilot initiative between Ghanaian producers and Ghanaian and African American design talent, create a collection of updated contemporary Afrocentric products (media to be determined) for presentation at selected trade shows in the US and Europe.

ATAG and IBBEMEC will also work together on a pilot program to support cooperative buying between small Afrocentric retail store buyers in the U S and small artisan groups in Ghana.

**E     Department Stores, such as JC Penney and Bloomingdales in the US and Le Bon Marche, Printemps and Galerie Lafayette in Europe**

Department stores very high volume requirements and formidable distribution channels give them significant clout in the market place to dictate price and terms. It is optional whether they leave their home offices to source products. Department store buyers are so in demand that product vendors very often are willing to travel the long distances to visit them. It is unrealistic to expect that department stores will figure significantly in the universe of buyers visiting Ghana in the foreseeable future.

ATAG must, therefore, take a long-term perspective To approach department store buyers in the future, ATAG, through its program initiatives, must first have successfully upgraded the production and business management skills of a sufficient number of producer/exporters to deliver artisan craft products meeting more exacting design, color, and grade specifications in larger volumes, and size assortments with the correct packaging and labels, on time, and at a competitive price

In addition, ATAG, with GEPC, should explore the feasibility of establishing, in the future, a warehouse facility in the U S to facilitate the sale of Ghanaian artisan products to buyers unlikely to visit Ghana In this connection, GEPC has hired consultants to conduct a feasibility study for such a warehouse ATAG and GEPC, given their common interests in increasing Ghanaian handicraft exports, should discuss the findings and agree on next steps

Long-term, ATAG, to promote exports and to make Ghanaian handicrafts more accessible to buyers unlikely to visit Ghana, should also explore the pros and cons of establishing a showroom in New York (such as 225 5<sup>th</sup> Avenue) In the last few years, country representations in showrooms are becoming more and more common and may be an appropriate strategy for Ghana

**F      Fair Trade Buyers with a Market Focus Linked to a Social Agenda, such as Oxfam Trading (UK) and Serrv International (US)**

This group of buyers, with its strong focus on poverty alleviation through trade and profit with principles, has a special role to play in handicraft development in Ghana Buyers like Oxfam Trading (UK) and Serrv International are often willing to work in some of the most difficult environments (in terms of accessibility and basic amenities) with the poorest segments of the population, especially women By giving market access to these small, often disadvantaged producer units, Fair Trade buyers provide much needed opportunities for job creation and income generation

ATAG can play a supportive role to Fair Trade buyers in small and large ways This includes providing transport for them to hard to reach locations, helping to address production constraints, through identification of appropriate low cost technology (including tools), and providing artisans much needed training in production planning and scheduling, product costing, and simple bookkeeping By working with Fair Trade buyers, ATAG achieves one of its stated goals, which is to increase its outreach and program initiatives to some of Ghana's poorest regions, including the North

**IV      ATAG IN CONTEXT**

ATAG has already established itself as a leadership force within the handicraft development sector Milestones such as the building of new headquarters, progressive design innovations, aggressive marketing outreach through trade shows and in-country buyer facilitation are major accomplishments As ATAG stands on the threshold of an ambitious five year plan it may be useful to stand back and look at ATAG in the context of the sector today and how its anticipated program changes may impact the sector's future Similarly, a realistic picture of ATAG's strength and weaknesses might help keep in focus issues and answers that have emerged

## **A            ATAG's Role in the Handicraft Sector**

Certain national goals have been set for handicraft exports as a way to elevate the standard of living in Ghana. While the accomplishments of ATAG alone will not accomplish these goals, the actions, programs and resources of ATAG will have impact on how, when and even *whether* these goals will be achieved. ATAG must be

- 1        Visionary    ATAG must be able to conceptualize the “big picture”, to anticipate the next stages of growth for the sector. It must understand the other “players” in the field and be prepared to position and re-position itself to meet needs, assist others whose role is key, but whose capabilities need bolstering. ATAG must be able to communicate the vision in ways that include and advance the interests of all sector participants.
- 2        Innovator    ATAG, using the tools of technology, the skills of the marketplace, and the trends of the global economy, must work to bridge the enormous gap between village craft and the world markets. Respectfully utilizing the substance of Ghanaian culture and heritage, it must create cutting edge design concepts with universal appeal.
- 3        Advocate/Lobbyist    It should encourage government to use its resources to remove obstacles and create additional opportunities for the sector to thrive. In the private sector ATAG can help create a climate of respect for handicraft enterprises as full partners in the economic future of Ghana, and participate in the policy-making arena on behalf of the sector.
- 4        Communicator    By virtue of ATAG's progressive policies and international connections it will become the center for a wealth of information that will be of tremendous value to all sector participants. Market trends, product innovations, equipment, suppliers, program resources etc., must be shared to keep all abreast of new opportunities. ATAG's newsletter can be a critical tool in sharing information, policy formulation and managing the development of the sector.
- 5        Diplomat    In a free flowing, unregulated environment of business development and competition, conflict is inevitable. The anticipation and resolution of such conflicts in win-win scenarios is crucial. Issues of fairness, ethical behavior, cooperation, healthy vs. predatory competition need consensus building and facilitation to create an environment conducive to progress.
- 6        Organizer    By bringing sector members together, revealing their common interests, and suggesting ways for them to cooperate for mutual benefit is a low intensity, high impact endeavor. The Trade Network is an example, but future efforts might focus more on facilitation, and match making, rather than hands on organization and operation.

As ATAG enters the next phase of its operation, adding program and staff to an already dynamic operating agency, equal weight and consideration should be given to its

program and its facilitation roles

## **B ATAG's Strengths**

Through ATAG's strategic planning exercises, a clear picture of ATAG's strengths have emerged. In most cases, the strategic plan builds upon and reinforces these assets. For convenience and focus they may be grouped as follows

- 1      **ATAG the Organization** Recognized as the leading Ghanaian NGO working in the sector, with a substantial track record of accomplishment. A formidable mission statement and set of objectives to chart its course. A fluid and effective organizational structure, and an institutional culture of service and sacrifice to advance the organization's goals.
- 2      **People** The Board of Directors is energetic, committed, resourceful and determined to accomplish the organization's objectives. The Executive Director is extremely well qualified and well suited to lead the organization, possessing strong talents as administrator, advocate and diplomat. The staff as a whole is tirelessly dedicated to ATAG and accustomed to going beyond the scope of their job descriptions to serve the organization's interests. The Trade Network Members, many of whom have benefited greatly from ATAG programs and services, are useful extensions of the organization's capacity to gather and disseminate information, and to anticipate and solve problems in real, rather than theoretical, environments.
- 3      **Program** ATAG programs address real needs, have been demonstrated to be successful, and serve a variety of constituencies at appropriate levels. New programs and services have been proposed, and existing programs have been reformatted to address perceived weaknesses. New initiatives in product design and development, marketing and retail expansion, by their nature, will redefine the capabilities and perceptions of the sector, not only in Ghana, but abroad.
- 4      **Approach** The ATAG approach to its mission is a valuable asset. The combination of program and advocacy, the coalition building, the openness to new ideas, the willingness to make substantive changes when necessary, and the willingness to critically self-evaluate are all qualities that spell success and avoid stagnation and isolation. The willingness to accept the challenge of the ATAG mission and objectives, to perceive them as doable, and to be prepared to do what is necessary to see that they come to fruition will continue to yield major accomplishment.
- 5      **Expertise** ATAG continues to amass a wealth of knowledge about service delivery, training, business development, international marketing, exporting, business and government relations, the NGO community, donor resources and orientation, investment opportunities, income generation, and grant management. Possessing these insights confers the status of authority upon ATAG, and opens opportunities to consult, advise and develop new projects in pursuit of its goals.
- 6      **Resources** Beyond pursuing donor funding, ATAG has a wealth of resources

that it brings to the sector with buyers, NGOs and government agencies. The ATA connection has and will continue to be tremendously fruitful. Proposed connections through IBBMEC with the African-American retailers, international and local design consultant inputs will continue and grow. ATAG stores will provide not only revenue sources, but also important feedback from consumers, and a valuable public presence and positive image for ATAG.

### **C ATAG's Weaknesses**

The weaknesses revealed in the ATAG strategic planning exercises are addressed in the Strategic Plan by creating new departments, by providing for the hiring of new department managers and support personnel, by adding programs and operations, by realigning key staff functions and lines of responsibility to buttress weaknesses and minimize production fulfillment bottlenecks, and, by creating and enhancing revenue streams to expand and sustain ATAG's operating budget. Below are the strategies employed to address the constraints identified.

- 1 Financial Sustainability Plan will address
  - a Inadequate earning capacity and over dependence on donor funds
  - b Over dependence on one major donor
- 2 Expected donor funding will mandate competitive salary levels and provide for essential new staff positions, addressing
  - a Inadequate Staffing
  - b Absence of Marketing Specialist in Management Team
  - c Low level remuneration for staff
  - d Absence of ATAG presence in major producing regions of the country
- 3 Pre-grant and ongoing staff training and orientation will strengthen existing staff to prepare for growth and operational change as well as integrate new staff into the organizational structure which will address
  - a Limited training and market exposure for staff
- 4 New Research, Resource and Design Department will address
  - a Inability to find solutions to technical problems
  - b Inability to address issue of piracy of designs
  - c Inability to readily access information
  - d Poor documentation of activities of the sector
- 5 New Marketing Department will address
  - a Inadequate attention to the promotion of the local market
  - b Inadequate publicity and promotion both locally and abroad

### **D The New ATAG Vision for the Future**

With limited resources and a wealth of imagination and personal commitment by staff and Board of Directors, ATAG has overcome many obstacles and accomplished its initial goals. The strategic plan goes the next step by addressing perceived needs, providing resources and identifying strategies for accomplishing stated objectives.

If the past is any indication, the possibilities are incalculable. Let us sketch a picture of what this future could look like. It is not unreasonable to assume, if the five-year plan is successfully implemented, that in the year 2003 ATAG stores will be one of the leading trend setters for craft products on the African continent. Buyers from anywhere in the world should be able to electronically access an on-line catalog of ATAG-related products, updated in real time with new ideas coming from production centers throughout the country.

It is foreseeable that the ATAG model will be replicated in other countries in Africa. ATAG may well have showroom presence in the US, a core group of sales representatives and a highly competent organization facilitating the export of Ghanaian handicrafts.

ATAG is a worthy home for this vision, and has demonstrated, through action and integrity, that it is indeed up to the challenge.

## **V PRE-GRANT PHASE "HOUSE CLEANING" IN PREPARATION FOR THE LAUNCH**

Over the next five years, ATAG is embarking on a mission that will dramatically increase the breadth and complexity of its operations and programs. To ensure a successful transition and outcome, the ATAG Board and Management must undertake, in advance of donor funding, a number of actions to lay the proper foundation.

**A**     Board of Directors Establish policies, procedures, mission and objectives for ATAG. Has ultimate responsibility for the organization's financial performance, mission fulfillment, development and future direction. Responsible for the hiring of executive personnel. In this pre-grant phase, the Board of Directors should

- 1       Clarify Objectives and Performance Criteria with Executive Director
- 2       Determine Scope & Limitations of ATAG Programs
- 3       Determine ATAG roles and prioritize
- 4       Determine program scope for developing proposal to seek donor funding
- 5       Rework salary structure and job descriptions for grant proposal
- 6       Review and amend personnel policies and develop manual
- 7       Hire new staff positions, Market Development, Stores, RR&D Dept
- 8       Prioritize income/funding sources, authorize program initiatives

**B**     Personnel Strategy With the advent of donor funding, which will increase the size of ATAG as much as 300%, and the goal of financial self-sufficiency by the Year 2003, key management positions are being created. To recruit managers with the experience necessary to accomplish the objectives set out in this plan requires change in ATAG's current salary and benefit structure. As Ghana's economy grows, the competition for experienced and trained personnel is intensifying. The success of this plan rests on hiring the best talent for the job at appropriate salary levels.



Aid to Artisans Ghana five-year strategic plan requires new administrative procedures, technologies, roles and responsibilities, and staffing patterns to meet client demands. When such change is introduced into an organization, even planned change, new challenges and demands put stresses on the organization -- structurally and functionally - and the people responsible for implementing the change. Some of the challenges that accompany the change process are resistance, conflict, communication breakdowns, confusion about roles, and leadership issues.

Organizational Development (OD) Specialists are people experienced in helping organizations and the individuals in them to develop workable operating plans for managing and mastering the change process, utilizing creative and proven techniques to improve quality, enhance performance and solve problems. OD Specialists will help ATAG anticipate the impacts of change on the organization and individuals involved, and develop strategies to

- 1 clarify lines of communication, authority, and roles and responsibilities,
- 2 orient and integrate new employees into the organization to promote their performance success,
- 3 delegate more responsibility and decision-making to the management and frontline,
- 4 staff as appropriate, thereby freeing the Executive Director to focus on overall organizational priorities, and promoting staff growth and development,
- 5 identify existing strengths within the organizational staff and potential for growth in order to best utilize their abilities, knowledge, skills, and interests and the best way to use them,
- 6 identify areas for training to promote staff success as they assume new roles and responsibilities, and,
- 7 improve teamwork

C ATAG Staff Organization Assessment and Development In preparation for the assumption of a greater work load and responsibility, it may be useful (with the help of an Organizational Development Specialist) to conduct a staff "tune up" for more efficient and productive operation. Areas of consideration may include

- 1 clarify mission and objectives for staff,
- 2 review and modification (as necessary) of job descriptions,
- 3 create job description for new positions (see VI),
- 4 redrawing (as necessary) of lines of responsibility,
- 5 delegation of responsibilities,
- 6 examination of compensation issues,
- 7 staff utilization of external resources to increase effectiveness,
- 8 review/modification of personnel policies, and,
- 9 establish monitoring requirements for grant, staff and program performance objectives

D Definition of Scope The resources of ATAG, no matter how skillfully managed,

are not infinite. It is important that ATAG set some real parameters to define and limit the scope of its operations and services to real and manageable targets. Given the limitations of personnel, transportation, and geography, ATAG may wish to decide

- 1 Which regions can be served in what order of priority?
- 2 Which craft media will be focused on? (Perhaps all craft media can be marketed, but only a few will receive raw material, tool, equipment, product development and design services )
- 3 What level of support will be given to small-scale artisans versus large-scale producers?
- 4 What roles will ATAG play in the handicraft sector and how do they rank by priority?

E Resource Identification ATAG's effectiveness can be greatly leveraged if it can utilize and mobilize existing government, private sector and NGO programs, personnel and resources. Existing groups may be persuaded to adopt or prioritize ATAG objectives to give louder voice or broader support for an issue ATAG advocates (e.g. craft instruction being included in the JSS curriculum). A comprehensive cataloging of these resources/institutions is needed and may include the following

- 1 objectives of each program,
- 2 identification of key personnel,
- 3 possible connecting or overlapping points with ATAG program (e.g. TechnoServe, Conservation International, etc ),
- 4 classification of resources as program, economic, personnel, etc , and,
- 5 classification as can assist ATAG, needs ATAG, coalition for advocacy and lobbying for handicraft sector, etc

F Operations Department In preparation for this new department the following activities should be undertaken prior to project implementation

- 1 interview for Manager position
- 2 interview for Assistant Manager/RR&D,
- 3 create draft Product Development & Design Strategy,
- 4 coordinate with Assistant Manager/Field, and
- 5 coordinate with Market Development Manager

G Stores In order to prepare for the Stores Manager to assume responsibility for ATAG stores, a comprehensive analysis of the stores' operations and performance to date is necessary. This information will enable the new Manager to "hit the ground running" or at least provide baseline data upon which an operation can be developed. ATAG should undertake the following

- 1 prepare Stores Manager's job description,
- 2 review accounting system,
- 3 review of current inventory and purchasing system,

- 4 review of current merchandise strategy,
- 5 assessment/review of current stores' operations including sales, gross margin and net income performance,
- 6 analyze sales generated at current store locations, define prototype stores (size, volume, expenses, structure, profit), and, determine and prioritize location of future stores, and,
- 7 establish sales goals

H Finance & Administration In preparation for increased funds, Finance & Administration will need to

- 1 evaluate current computer hardware and software performance,
- 2 evaluate financial system used for donor reporting and retail stores
- 3 evaluate current Finance & Administration staff capacity, and,
- 4 develop accounting, procurement, and personnel policy manuals

## VI **ATAG's FUTURE ORGANIZATIONAL STRUCTURE**

Using the attached organizational chart as reference, it may be useful to briefly outline the responsibilities of each position and review or re-draw lines of authority in light of the new positions which are proposed

### A **EXECUTIVE DIRECTOR**

Reports directly to the Board of Directors Responsible for the management and operation of ATAG in accordance with policies set by the Board Responsible for the maintenance of records and the timely submission of all reports required by law or in compliance with any contracts or program grants Responsible for ensuring that appropriate financial and administrative systems are in place to manage increased donor funding Responsible for networking and organizational outreach for resources and collaborations Charged with managing all personnel to effectively accomplish the ATAG mission & objectives ATAG's public spokesperson, and primary liaison with other agencies, organizations and individuals that may assist ATAG efforts Recruits and hires staff and administrative personnel

### B **ADMINISTRATIVE SECRETARY**

Specifically assigned to assist the Executive Director on the day to day management of ATAG In addition to normal secretarial functions, duties may include organizing new office management, supplies and work flow systems to accommodate new staff, assigning office and work spaces (temporary and permanent), bookkeeping, personnel supervision, coordination of meetings, office and site management functions, client services (this person will be the first point of contact for all visitors/clients to ATAG to ensure that appropriate links are made from the onset, thus providing more effective and timely service), and, agency representation, all at the supervision of the Executive Director

### C **FINANCE & ADMINISTRATION MANAGER**

Reports to the Executive Director Responsible for the financial management and operations of ATAG, including financial records, accounting systems at agency and program levels, and payrolls Prepares financial reports as required by law or in compliance with contracts and program grants Maintains records and prepares reports

required to monitor the fiscal projections and performance of ATAG projects, programs and departments. Recommends for hire additional personnel as may be required to perform these functions. Such personnel would report directly to the Manager of Finance & Administration.

*(NEW POSITIONS)*

**D STORES MANAGER**

Reports to the Executive Director. As a new position in the organizational structure, the Stores Manager is expected to bring significant small stores / retail management capability to ATAG. The Stores Manager will inherit an existing system of 3 stores and personnel, and be required to modify or introduce systems of accounting (in collaboration with Finance & Administration), inventory, purchasing, merchandising, advertising and promotion. The Manager will assume the day to day tactical responsibilities, and will also support the ATAG organization in a strategic financial planning role. Responsible for store operations encompassing human resource issues, training, cash management, visual presentation, housekeeping and security. Provides development plan for stores including merchandising, theme, decor, design, concepts and product differentiation. Responsible for charting, projecting and meeting individual store and overall retail sales goals. Responsible for inventory levels and security. Offers input to the Operations Department on product design requirements, product lines suggestions, and customer feedback. S/he will also direct merchandise logistics including warehousing, distribution, and quality control. Responsible for the hiring and or training of store supervisors, and sales staff. Such staff will report directly to the Stores Manager. Responsible for real estate, store expansions and negotiations with contractors in consultation with the Executive Director, Finance & Administration, and the Board of Directors. In collaboration with Finance & Administration, responsible for implementation and maintenance of the POS information systems.

**E MARKET DEVELOPMENT MANAGER**

Reports to the Executive Director. As a new position in the ATAG organizational structure, the Market Development Manager will be expected to assess and assume current marketing efforts and fold them into a new and more comprehensive approach. Background for this position should include at least 10 years of sales, trade show marketing and quality customer service experience. Responsible for defining, positioning and presenting GHANA Handicrafts and the production capabilities of the sector to the global marketplace in ways that conforms to the mission and objectives of ATAG. Coordinates tradeshow representation, solicits buyers and facilitates their requirements. Interfaces with resource department to introduce new lines of product and new product designs to meet market demands. Monitors appropriate market and design trend research to forecast opportunities and future directions. Tracks performance of GHANA product in stores. Develops informational hangtags, promotional campaigns, brochures, catalogs and advertising as needed. Collaborate closely with the Operations Department and represent ATAG generally in all public relations activities and promotions.

**F OPERATIONS MANAGER**

Reports to the Executive Director. A new position which seeks to coordinate and manage market-driven product innovation and handicraft production capacity in a more efficient and visionary process. The Operations Manager will oversee and work closely

with both the Assistant Manager/ RR&D and the Assistant Manager/Field to strengthen and ensure successful product development, product design, production processes, and production fulfillment. Responsible for introducing new trainings based on new technology and information to the Assistant Manager/Field for implementation and coordination. Coordinate relevant activities and resources with the Market Development Manager. The Manager will establish a RR&D Center and hire an Assistant Manager to help develop the functions of the Center and implement Center activities and programs. The Center will serve several functions: provide market trends, baseline data & industry statistics, sourcing of raw materials, issues and solutions related to the environmental impact of craft development, appropriate technology alternatives, product design, quality standards, labeling and packaging, historical documentation of craft disciplines, visual database, catalogs, and magazines, and assistance in the development of brochures and an electronic design network. The Center will collaborate closely with the Assistant Manager/Field to link the needs of the artisans with the capabilities of the Center. Experience for this position should include 10 years experience in industrial design and/or small-scale production.

#### **G PROGRAMS MONITORING & EVALUATION COORDINATOR**

Reports to the Executive Director. Given increased reporting requirements that increased donor funding will call for, it is anticipated that a separate line of technical assistance be provided to the Executive Director to comply with these rigorous reporting requirements. The current Programs Coordinator position will be strengthened and refined to take on the added task of monitoring and evaluation. At the onset, this function will need an external consultant to provide external/internal and objective evaluation for ATAG senior staff of the effectiveness of a variety of programs, or progress towards stated targets and objectives, develop ATAG's monitoring and evaluation system to meet grant requirements, and, to train the PME Coordinator and other relevant staff. Conduct mid-term and final evaluations.

### **VII MARKET DEVELOPMENT DEPARTMENT STRATEGY**

The goal of this department is to identify, expand and strengthen market linkages for the Ghanaian handicraft industry by 1) doubling purchases by and expanding the product categories of current large volume retail buyers, 2) doubling purchases by and expanding the product categories of current medium size buyers who require innovative Ghanaian design and product diversification, 3) attracting new buyers from large volume retail stores and medium size buyers, 4) cultivating and attracting innovative (small and emerging) buyers (specialty stores and African American retailers) who operate in both niche markets and the mainstream, 5) placing a special emphasis on Europe, while continuing marketing efforts in the US, in an effort to expand the market base and capture market opportunities for the Ghanaian handicraft community, and 6) develop opportunities for sale of Ghanaian handicrafts in the local market.

#### **A Year 1, Quarter 1 [for US & European Markets]**

- 1 Hire Market Development Manager
- 2 Research & Analysis of Buyer Universe
  - a Create a database of buyer universe
  - b Determine current level of each buyer's spending for major product categories: textiles, decorative accessories, furniture, and garden
  - c Determine price points

- 3 Market Trend Report (purchase in Q1 while training to develop internally, if appropriate)
  - a Conduct workshops twice per year on current market trends
  - b Provide copy to resource library
- 4 Trade Show Preparation
  - a Investigate potential trade shows
  - b Gather applications for major shows identified as targets in preparation for participation as many have a 3-5 year waiting list
  - c Develop trade show criteria for successful participation in shows
- 5 Host local trade fair (Y1Q1)
- B Year 1, Q2 & Q4**
  - 1 Exhibit at NYIGF and Frankfurt show
  - 2 Obtain updated producer/exporter evaluations from RR&D Center (Q2)
- C Year 1, Q4**
  - 1 Consider warehouse facility in US
  - 2 Review feasibility study conducted by GEPC
  - 3 Develop a marketing strategy for Afrocentric in-store boutiques (presentation which includes the concept, merchandized lines and display)
- D Year 2, 1<sup>st</sup> Half**
  - 1 Develop promotional materials (brochure, catalog, hang tags, etc )
  - 2 Develop & distribute market trend report
  - 3 Exhibit at NYIGF and Frankfurt show
  - 4 Exhibit at National Retail Federation International Pavilion (NRFIP)
  - 5 Obtain updated producer/exporter evaluations from RR&D Center
  - 6 Host local trade fair
  - 7 Facilitate the development of relationships between representatives of African American retailers and Ghanaian artisans/producers
- E Year 2, 2<sup>nd</sup> Half**
  - 1 Make market presentations to US buyers and European Buyers (targeting large retailers with handicrafts as core lines, large department stores)
  - 2 Conduct workshops related to how to make market presentations to buyers (participants make presentation, a video of which will be critiqued by other participants and facilitators)
    - a For agents/exporters
    - b For producers/artisans
  - 3 Marketing mission for African American retail representatives to Ghana
  - 4 Develop & distribute market trend report
  - 5 Exhibit at NYIGF and Frankfurt show
  - 6 Obtain updated producer/exporter evaluations from RR&D Center
- F Year 3, 1<sup>st</sup> Half**
  - 1 Exhibit at IBBMEC (reverse marketing mission)
  - 2 Investigate warehouse location considering easy port-of-entry and legal logistics of establishing businesses
  - 3 Design Ghanaian brand logo
  - 4 Develop marketing strategy for Ghanaian brand logo
  - 5 Update promotional materials
  - 6 Obtain updated producer/exporter evaluations from RR&D Center
  - 7 Host local trade fair
- G Year 3, 2<sup>nd</sup> Half**
  - 1 Consider US showroom presence

- 2 Establish warehouse facility
- 3 Introduce Ghanaian brand logo into international market
- 4 Establish web site for showroom
- 5 Obtain updated producer/exporter evaluations from RR&D Center

**H Year 3**

- 1 Ongoing exhibitions in US & Europe (2 per year per market)
- 2 Ongoing national account presentations in US & Europe
- 3 Develop & distribute market trends report (twice yearly)

**I Year 4**

- 1 Pursue additional marketing options (Atlanta, Birmingham (UK), High Point, etc ), sales representative groups and expand internet marketing
- 2 Ongoing exhibitions in US & Europe (2 per year per market)
- 3 Exhibit at IBBMEC
- 4 Host local trade fair
- 5 Ongoing national account presentations in US & Europe
- 6 Develop & distribute market trend reports (twice yearly)
- 7 Obtain updated producer/exporter evaluations from RR&D Center
- 8 Update promotional materials

**J Year 5**

- 1 Ongoing exhibitions in US & Europe (2 per year per market)
- 2 Exhibit at IBBMEC
- 3 Host local Trade Fair
- 4 Ongoing national account presentations in US & Europe
- 5 Develop, distribute and conduct workshops on market trend reports (twice yearly)
- 6 Obtain updated producer/exporter evaluations from RR&D Center
- 7 Update promotional materials

## **VIII OPERATIONS DEPARTMENT**

This new department combines the functions of product design and development, production process problem solving, research for market expansion, materials & equipment sourcing, and new design concepts. The Department will create a Research, Resource & Design (RR&D) Center, which will be staffed with an Assistant Manager/RR&D, and coordinate its activities with the Assistant Manager/Field to obtain accurate assessments of artisan production needs. The Center will then develop appropriate solutions, using field staff to introduce new methods and monitor adaptations. Because many functions are assigned to this department, care should be taken to establish a solid operating framework, and a good understanding of the capabilities of relevant staff, before introducing additional functions and operations.

**A Define functions and programs of the RR&D Center (pre-grant)**

- 1 Define functions (which are new, which will be transferred)
- 2 Job Descriptions of Personnel (new hires & existing)

**B Establish Operations Department (Year 1)**

- 1 Hire Operations Manager (determine additional staff requirements) (Q1)
- 2 Create RR&D Center and develop product design & development strategy (Q2)
  - a Coordinate with Market Development Manager (Q1, then ongoing)
    - 1 Establish Targets (Q3)
    - 2 Identify market cycles and product needs (Q3)
    - 3 Receive product & design suggestions (Q3, then ongoing)

- b Coordinate with Assistant Manager/Field (Q1, then ongoing)
      - 1 Assess what has been done to date and analyze current production methods (Q1)
      - 2 Identify and prioritize production and fulfillment problems (Q1)
      - 3 Analyze the environmental impact of raw materials, such as wood, and production methods as they relate to the development of handicrafts (Q1)
      - 4 Develop action plans (Q2)
      - 5 Implement new field staff roles (Q2)
    - c Implement Product Design & Development Strategy (Q1)
      - 1 Prioritize for implementation (Q2)
      - 2 Staff Orientation (Q2)
      - 3 Communicate with Trade Network (Q3)
      - 4 Phase-in program operations (Y1Q3-Y3Q2)
- 3 **Artisan, Producer, Exporter, Agent Certification (ongoing)**
  - a Catalog existing sector participants for database (Y1Q2)
  - b Field staff conduct interviews & evaluations (Y1Q3, Y2Q2-Y5Q2)
  - c Develop certification criteria with Trade Network Members (Y1Q4)
  - d Create evaluation form for each producer and exporter group, identifying (Y1Q1, update yearly)
    - 1 type of production [medium(s) used]
    - 2 level of production [e.g. 1000 pieces per month]
    - 3 number of workers
    - 4 average delivery time
    - 5 pricing
    - 6 terms of payment
  - e Conduct or refer to basic training (Y2Q1)
  - f Issue certifications (Y2Q2)
- 4 **Artisan Education (Y2Q1, then ongoing)**

ATAG's role here is likely to be more of a coordinator and advocate than a program operator. It is probable that elements of a craft curriculum already exist, requiring the need for research and coordination, rather than creation. ATAG will play a leadership role in promoting the concept of a viable career path for craft workers.

  - a Research Craft curriculum model (art teachers will help) (Y2Q1)
  - b Propose pilot project (one year, one school) (Y3 first half)
  - c Collaborate with educators for development of craft curricula (Y4-Y5)
  - d Examine personnel practices, compensation, contracts with Trade Network Members (refer to committee) (Y2Q1)
  - e Proposal presented, amended, recommended (Y2Q2)
- 5 **Artisan Career Development (Y2Q1, then ongoing)**
  - a Examine personnel practices, compensation, and contracts with TN Members to offer basic principles and guidelines (Y2Q1)
  - b Create career path with stages, education and training requirements, compensation scales, business & professional options (Y2Q2)



- c Ongoing advocacy for craft career development (Y2Q1, then ongoing)
- 6 **Copyright & Product Design Registry Protection (Y1-Y2)**
  - a Encourage producers to develop company-label products (Y1Q3)
  - b Encourage mastercrafters to sign their work (Y1Q3)
  - c Examine existing laws/ refer to attorney for recommendation (Y2Q1)

**C Establish RR&D Center component of the Operations Department**

Many of the critical functions of the Operations Department will be implemented by the RR&D Center. The Center will be responsible for product design and development, application of appropriate technology and machinery, and internet communication and research. The following actions are required to initiate the Center's program

- 1 Hire Assistant Manager/RR&D (Y1Q2)
  - a Determine additional personnel needs (employ or contract) (Y1Q1)
- 2 Establish Resource Library (Y2-Y5)
  - a Collect historic and cultural information on designs & media (Y1Q3, update as needed)
  - b Trade Journal / Design magazine subscriptions (Y1Q3, then yearly)
  - c Materials & equipment catalogs (Y1Q3)
  - d Craft instruction books & videos (Y1Q3)
  - e Build database of products, producers, exporters, designs (Y1Q3, then ongoing)
  - f Refine and update ATAG's Website ((Y1Q1-Q2)
  - g Explore website possibilities for stores, producers & exporters (Y2Q1)
- 3 Determine Computer / Internet Applications (ongoing)
  - a Determine system requirements for ATAG & Center (Y1Q3)
  - b Determine software requirements for ATAG & Center (Y1Q3)
  - c Purchase computer & software (Y1Q4)
  - d Train staff (Y1Q4, then ongoing)
  - e Update hardware & software as needed (Y3-Y5)
- 4 Tools & Materials Bank Program (Y2-Y5)
  - a Evaluate existing program (Y2Q1)
  - b Commit resources & operate (Y2Q2, then ongoing)
- 5 Provide Design Resources to Sector (ongoing)
  - a Determine levels of service for artisans, producers, and buyers (Y1Q3)
  - b Fee scale where appropriate (Y1Q4)
  - c Conduct workshops (Y1Q4, then ongoing)
  - d Identify and Interview local design consultant candidates (Y1Q4)
  - e Identify international design consultant candidates (Y1Q2)
  - f Schedule site visits & workshops (Y1Q4, then ongoing)
  - g New Product Development (ongoing)
    - 1 Design enhance existing products
    - 2 Develop new product lines
    - 3 Material fusions and production collaborations
    - 4 Light & mass manufacturing applications (Y3)
- 6 Appropriate Technology (ongoing)
  - a Research equipment through trade journals (Y1Q3)
  - b Field staff reports on machinery needs (Y1Q2)

- c Acquisition & use strategies (Y1Q4, then ongoing)
  - 1 purchase & lease
  - 2 buying collective
  - 3 individual purchaser - joint use
- d Use of Technical Consultants (Y1Q4, then ongoing)
  - 1 Prioritize needs (Y1Q2)
  - 2 Identify consultants and sources (Y1Q3)
  - 3 Schedule training at Center (Y1Q4, then ongoing)
- e Dissemination of technical information and resources (Y2, 2<sup>nd</sup> half)
- f New Machinery / Materials Testing & Introduction (Y2-Y5)
- g Follow-up on orders, expedite fulfillment (ongoing)

7 Ghanaian Artist/Designer Participation (ongoing)

Vital to the long-term growth of the handicraft sector is the inclusion of the Ghanaian fine arts community. Artists who can grasp the possibilities of using their creativity in the field of applied arts can leverage their careers and offer infinite design and product possibilities to the sector. Artists with unique imagery and design styles can become entrepreneurs and producers who employ and train artisans to execute their designs. Their inclusion will add depth to the sector and increase the value attached to its products, and the prestige enjoyed by its workers.

- a Meet with artist community leaders & university departments (Y1Q2)
- b Establish artist/artisan production groups (Y1Q4, then ongoing)
- c Train Ghanaian design consultants (Y2-Y5)

## **IX TRAINING**

Training is crucial to the development and expansion of the handicraft sector in Ghana. ATAG currently offers a wide range of specialized training in the production to market chain. Existing programs include business/management training, product design and development, production management, use of appropriate production technologies, and marketing. ATAG's training has a practical, hands-on, "real world" focus. Training is adapted to individual skill levels and participation is encouraged. As members graduate from cottage level production to small manufacturing, ATAG continues to play a significant role in helping them to access specialized training packages suited to their new needs.

### **A Training Preparation**

ATAG's training unit will support and expand on existing programs geared to developing entrepreneurs' skills in the areas of, for example, pricing, costing, preparing of financial statements, cash flow projections, quality control, production scheduling and management and packaging. Care will be taken not to build up capacity and expertise where specialized training for the craft sector already exists and offered. Instead, ATAG will continue to play a "conduit" role linking Trade Network members with local training facilities. However, to fill gaps, ATAG will contract services of technical experts as well as draw on the expertise of international product design and development consultants to organize short, informal workshops or seminars to address common problems encountered by craft suppliers in the production-to-market chain.

- 1 Update inventory of relevant training courses offered by other institutions (time, duration, frequency of offerings, eligibility criteria, cost, etc ) (Y1Q1, then updated annually)
- 2 Taking into account the overall strategy for the handicraft sector, update training needs assessment of rural based artisan suppliers by identifying/prioritizing producer craft skills to be upgraded, production techniques to be improved, equipment to be introduced or redesigned, etc (should link with "Definition of Scope" priority-setting exercise conducted during pre-grant phase) (Y1 Q1-Q2, then update annually)
- 3 Build on recent consultant's report that evaluated the perceptions of beneficiaries to ATAG services. Evaluate ATAG's existing training support offerings using small informally conducted focus groups including export agents, export producers and artisans. Is ATAG's training perceived as relevant? Are the course offerings held at convenient times? Are the trainers considered "expert" enough? Under what circumstances would clients pay for training? Is there adequate follow up, etc ? Plan action steps to address perceived constraints (Y1 Q1-Q2, then update annually)
- 4 Establish fee schedule for most popular and substantial training and course offerings (Y1Q3, Y4 conduct fee structure analysis)

- 5 Prepare quarterly training bulletin available upon request to Trade Network members of ATAG course offerings and relevant business and entrepreneurial training at other institutions (Y1Q4, then updated quarterly)
- 6 Retain local consultant to develop case studies to be used as a training tool for exporter/agents and artisan/producers (Y1Q4 - 3 month contract)

## **B Business/Management Training**

### **1 Artisan Producers**

As production scheduling becomes more exacting, artisan producers will need additional training to strengthen basic business management skills. Business training will also help small production units develop management structures that will allow them to delegate responsibility thereby (overtime) reducing the dependency of the businesses' performance on one key person, which has been noted as an area of concern for banks. ATAG coordinated training for artisan producers (focusing on defined priorities in terms of region and media) would (Y1Q4, then ongoing)

- a develop business skills (record keeping, costing and pricing),
- b improve production planning and management,
- c improve quality control,
- d strengthen customer service (timely delivery, communication, etc ), and,
- e adhere to packing and shipping requirements

### **2 Artisans**

To help artisans understand their essential role in the production to market loop, ATAG will develop a training video which would track a product from its manufacture by an artisan, to its sale to an exporter/ agent, shipment to a foreign buyer, receipt in a buyer's warehouse, placement on a store shelf, purchase by a retail consumer, and use in the customer's home. If possible, this initiative will be coordinated with the video profiles being developed by Mary Littrell from Iowa State University (Y1Q4 – Y2Q4, possibly pre-grant if Iowa State University is involved)

- a Prepare terms of reference for video (define exactly what it should include and illustrate)
- b Develop cost parameters for project. Short-list three candidates to undertake project
- c Retain video producer to undertake project
- d Completion of video project and implementation of training session (Y2Q4)

### 3 Export Intermediary (EI) Training

EIs play a crucial role in the development of handicraft exports by serving as contact points for foreign buyers who do not want to deal directly with numerous suppliers. In fact, at present, most artisan producers are too small and/or lack the experience and capacity to penetrate the export market unaided.

- a Design, co-sponsor, and team teach with EMPRETEC customized training to fit business needs of export intermediaries (Y2, first half)
- a Cosponsored training should enhance ATAG's credibility in the handicraft sector and help EIs
  - 1 establish/improve administrative and accounting procedures for receiving orders,
  - 2 assess capability of potential producers,
  - 3 assign orders to producers based on their assessment,
  - 4 monitor adherence to quality and cost targets,
  - 5 ensure timely completion of production,
  - 6 arrive at some consensus on generally accepted standards for employee benefit packages to minimize employee turnover, and poaching,
  - 7 prepare standard documentation requirements of formal financial institutions in order to access credit, and,
  - 8 strengthen their ability to identify and approach foreign buyers
- c Evaluate co-sponsored training with EMPRETEC (Y2, second half)
- d Explore collaborating with other institutions that offer relevant training for ATAG's target population. Identify and set in motion such collaboration (Y2Q1, then ongoing)
- e Starting with EIs, test nominal charging for training services (20 - 30 percent of the cost) which would be gradually raised as this client base experienced an effective delivery system. (Should apply to co-sponsored ATAG/EMPRETEC training offered in Y2, first half)

### **C Product Design & Development Training**

ATAG has been offering training in product development and design through its field staff and international design consultants, providing workshops and one-on-one, hands-

on training To strengthen ATAG's ability to provide these services and its own ability to remain in the market by staying current with international market trends and production techniques, a Research, Resource & Design Center will be created The Center will provide the opportunity for needed research into various forms of appropriate technology that will enable artisans to develop more effective production processes while increasing their production level It will provide up-to-date information on market trends and the the ability to obtain market feedback during the product design and development process by sending visual images via the internet The RR&D Center will provide, for example, industry standards for finishing, durability, raw materials and components, style, function and aesthetics (see VIII)

Specialized training sessions will be offered according to specific craft media covering issues such as sourcing raw materials, addressing and solving issues related to their impact on the environment, new equipment, and new market and design trends ATAG will work to assist producers in the development of a distinct style and unique product lines to minimize the need for copying and enhance the value of their work Additionally, the trainings will assist producers to determine the impact of design, materials, and techniques on product costing/pricing Trainings will be held both within the RR&D Center and in the rural/urban areas where ATAG is working The Assistant Managers for the RR&D Center and the Field will work together with the Operations Manager to conduct trainings and ensure that the training program is far-reaching, comprehensive, relevant and available for artisans, producers and exporters

#### **D Marketing Training**

To compete in US and European markets, Ghana must, at a minimum, be able to deliver craft exports meeting exacting design, color and grade specifications in the right packaging and labels In addition, the export product must be delivered reliably and punctually at a competitive price To meet this demanding standard, ATAG will strengthen its ability and continue to provide craft exporters marketing training and expert assistance in the following areas

**Market Identification** Identify markets and opportunities for particular exports, and assist in devising and implementing marketing plans and a system for monitoring export results

**Product Presentation** Provide practical advice on the kind of product package buyers require in the US and Europe, and information on product design, quality standards, labeling and packaging specifications, including price parameters

**Market Trends** Provide information on demand trends, new sources of strong competition, and changes in tariff, quota and other quantitative restrictions

**Buyers Contacts** Assist in locating and approaching foreign buyers and arranging for participation of the most qualified firms in trade shows and overseas missions

#### **X CREDIT ACCESS STRATEGY**

Difficulties in accessing pre-shipment credit and financing for production remain a binding constraint for expanding Ghanaian handicraft producers and exporters Interests rates are high and banks often are unwilling to bear the performance risks of new clients who have a limited

track record and cannot meet requirements, such as audited statements and property as collateral. While there are already a number of credit programs in Ghana targeting SME's generally, ATAG will investigate options for increasing financing to the handicraft export trade specifically or linking more closely with existing programs. Credit will become increasingly important with ATAG's proposed introduction of new techniques and opportunities for obtaining appropriate technology to meet projected market demand based on the intensive push to produce cutting edge Afrocentric products. ATAG will (during Y2, 1st half)

- 1 evaluate the pros and cons of existing credit programs targeting SME's, their relevance for the handicraft sector, and potential for collaboration,
- 2 analyze the essential characteristics of handicraft export demand to determine at what stage in the production cycle credit is most needed and in what amounts,
- 3 evaluate ATAG's existing credit program, and,
- 4 determine ATAG's competitive advantage in expanding and strengthening its existing program given the existence of many other financing sources (i.e. Is ATAG's competitive advantage serving the smallest producers, a group likely to be excluded from accessing financing through mainstream channels?)

## **XI RETAIL STORES**

A The first year of the stores' expansion plan should focus on establishing correct retail processes and business practices in current store sites. Years 3-5 of the expansion plan entails growing the ATAG store concept at a sustainable pace, enabling management to achieve revenue and performance goals.

- 1 Complete ATAG stores' related housekeeping tasks identified in the pre-grant phase (Y1Q1)
- 2 Identify and recruit Stores Manager. This role is critical to the success of the ATAG store concept due to the necessity of implementing industry best practices to ensure profitable operations (see V)
- 3 Part-time merchandising consultant should be retained to assist ATAG Stores Manager and to teach ATAG counterpart staff to optimize product mixes and assortment. This person will help develop seasonal buying plans, product planning and marketing programs. S/he will also assist in the development of appropriate systems, procedures and processes to support the maximization of volume and gross margins (Y1Q3, should be selected by the Stores Manager)
- 4 Site Selection. Develop methodology for selecting ideal store sites. Determine optimal number and pace of expansion (Y1, second half)
  - a Identify short list of tentative store sites. Explore availability (Y2, first half)

- b Re-evaluate Elmina Castle store location, explore alternative sites (Y1, first half)
  - c Plan new stores (Y2-Y4)
  - d Open new stores (Y2-Y4)
  
- 5 Marketing Strategy Goal is to establish ATAG stores as the recognized leader in African product retailing in Ghana, especially in the tourist and expatriate markets To accomplish this ATAG stores' must undertake a brand development program to create a strong identity within the market Key strategies to develop a strong and recognizable brand identity will include (Y2)
  - a development of an ATAG store name and logo,
  - b extension of the logo to all appropriate media, including in store signage, bags and boxes, point-of-purchase materials, product information cards, and all communication materials, including letterhead, business cards, etc , and,
  - c begin outreach and establish links with tour guide operators, airlines, hotels, conference organizers, etc to build traffic through stores
  
- 6 Product Mix Strategy The objective is to focus the stores' product mix on key categories to generate required margin goals (Y1Q3-Q4)
  - a Undertake analysis to determine what the existing stores' margins are based on initial mark up Determine what the initial mark up should be based on retail industry standards relevant to Ghana What are the implications for existing categories of product --i e what categories get increased/decreased
  - b Develop key item strategy to stock and merchandise select items in depth on an ongoing basis to take advantage of impulse purchases by tourists
  - c Install POS inventory management system to provide management with tools to analyze properly inventory dynamics With information systems in place, store supervisors will be able to monitor results versus plan and key in on popular items and make timely reorders, and conversely take mark downs on slow moving merchandise at the appropriate time



- d Sourcing outside the ATAG network There are fantastic artisan-made personal accessories and decorative home products outside the ATAG network that ATAG should explore the possibility of selling to augment its lines

## **XII FINANCIAL SUSTAINABILITY**

To build ATAG as a financially sustainable entity, ATAG will develop several streams of sustainable income that will provide program income to support ATAG's activities beyond donor support, which ends in the year 2003 The key areas to focus on that will provide the highest level of return on investment are

### **A Shop Profits**

#### **1 Year 1, Quarter 1**

- a Stores Manager to create a cohesive and collaborative stores team with a strong linkage to Finance & Administration (ongoing)
- b Establish financial systems to measure store profitability and inventory turnover
- c Investigate retail store computer systems
- d Analyze current profit & loss statement to estimate percent of revenue available for ATAG programming (ongoing)

#### **2 Year 1, Quarter 2**

- a Make merchandising decisions to establish optimum shop profitability

### **B Contracts in development work (UNDP, ADB, etc )**

ATAG will derive a percentage of its revenue from contracts obtained with other NGOs, governments, UN agencies, and multilateral institutions who are need of craft business training, craft-based NGO development, store development, etc Such contracts will enable ATAG to offer its services to the artisanal sector outside of Ghana (south-south exchange of ideas and experiences), while at the same time gain experience from others

- 1 Determine which services (trainings) ATAG can offer (Q1)
- 2 Develop and update marketing materials which outlines those services (Q1-Q2, Y3, and Y5)
- 3 Develop a network list with key contact names (both within Ghana and within Africa) word of mouth contacts, referrals, and professional conferences, seminars, attended (ongoing)
- 4 Mail marketing materials to network (Y1Q3, then twice yearly)
- 5 Follow-up calls (Y1Q4, then ongoing or as needed)
- 6 Bid for contracts (Y1Q4, then ongoing)

### **C Short-term Investments (Y1Q1, then once yearly)**

- 1 Forecast capital available to invest
- 2 Identify appropriate and high-yielding short-term investments
- 3 Forecast earnings

### **D Research, Resource & Design Center**

- 1 Identify Center services and determine fees for services (e g on a sliding scale) (Year 1, Q1)

### **E Fairs, Festivals & Special Events**

- 1 Develop marketing strategy and revenue targets to be available for ATAG programming (Year 1, Q1, then update yearly as needed)

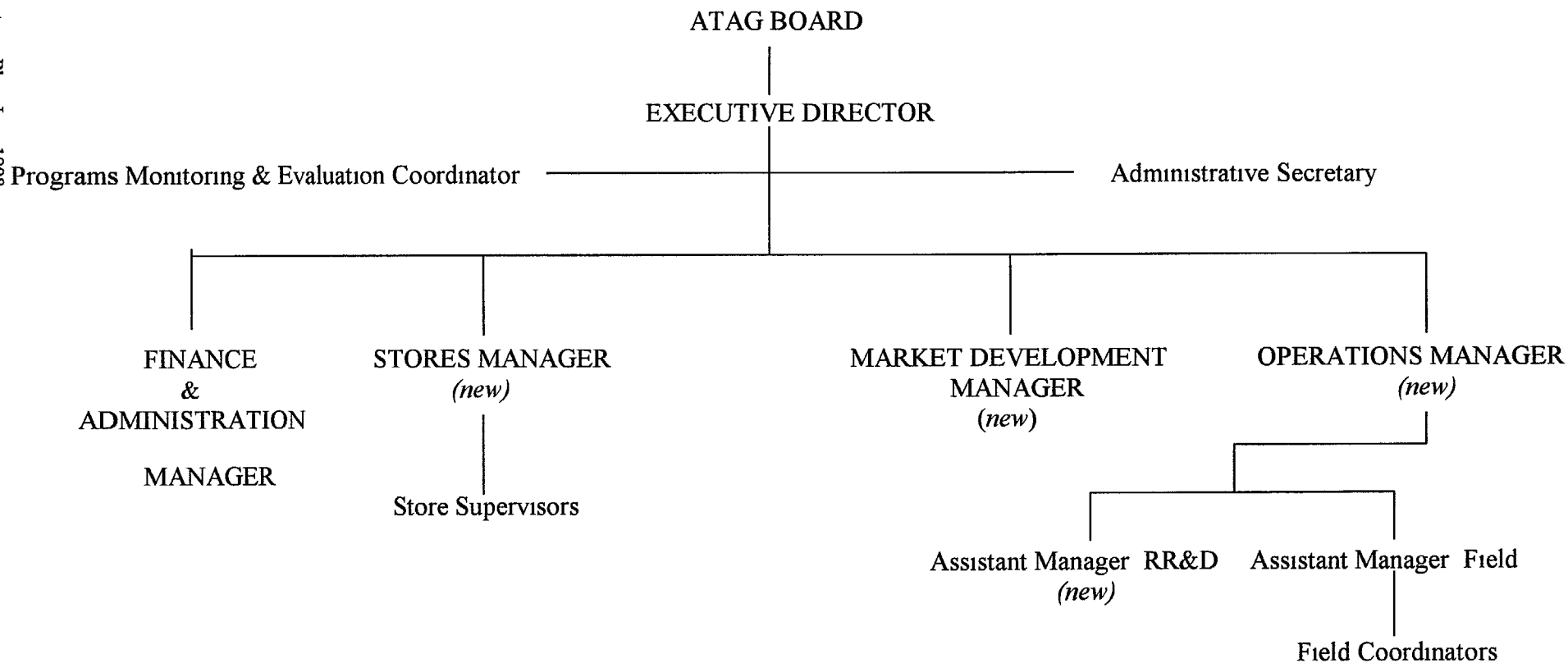
- 2 Determine booth fees and admission fees to meet those targets (Year 1, Q1 , then update yearly as needed)
  - 3 Analyze revenues earned through P&L statement resulting from each fair, etc against revenue goals and adjust if needed
- F Service Fees for Buyers & Exporters
- 1 Buyers Determine Sourcing Fee - develop list of services available to buyers and develop marketing materials and strategy for introducing services to buyer community (Year 1, Q2, review and update annually)
  - 2 Exporters Determine a Fixed Finders Fee for bringing new business to exporters (Year 1, Q2, review and update annually)
  - 3 Analyze revenues earned through P&L statement (annually or as needed)
- G Donor Funding [ongoing]
- 1 Set target goals and number of sources needed to meet funding needs (Pre-grant)
  - 2 Identify potential funders (local/international including corporate funding) and develop funding strategy (Year 1, Q1, ongoing)
  - 3 Cultivate funder relationships (ongoing)
  - 4 Develop proposals to augment existing funding

### **XIII FINANCE & ADMINISTRATION**

It is estimated that ATAG's current annual budget will triple in order to meet the goals of its new strategic plan. In addition, its stores will expand from four to seven by the end of four years. This expansion will require ATAG to refine its financial and administration systems, ensuring more financial control. It will require an increase in staff and different expertise, as well as improved and different reporting. To ensure an efficient tracking system, ATAG stores will need to be networked, with the ability to provide daily sales to ATAG's finance department. As ATAG moves toward sustainability, it will have, simultaneously, more grants to manage, more fees to collect and manage, and, therefore, an increased need for effective management and analysis.

- A Install new computer hardware and upgrade financial software
- B Obtain training, as needed, for financial software
- C Hire new staff person for department, if determined crucial

## ATAG'S FUTURE ORGANIZATIONAL STRUCTURE



# AID TO ARTISANS GHANA (ATAG) FIVE-YEAR STRATEGIC PLAN

	Y1				Y2		Y3		Y4	Y5	Collaborate
	Q1	Q2	Q3	Q4	half	half	half	half			
<b>MARKET DEVELOPMENT DEPARTMENT (VIII Pg 19)</b>											
Hire Market Development Manager											
Research & Analysis of Buyer Universe											
Develop (or buy) and distribute market trend reports											
Conduct market trend workshops											
Trade Show Preparation											
Host local trade fair											
Exhibit at NYIGF and Frankfurt Show											
Exhibit at National Retail Federation International Pavilion (NRFIP)											
Consider warehouse facility in US & review GEPC feasibility study											
Investigate warehouse location											
Establish warehouse											
Consider US showroom presence											
Develop promotional materials											
Update promotional materials											
Obtain updated artisan/producer/exporter evaluations											
Market presentations to US and European buyers											
Conduct workshops on how to make a market presentation											
Design Ghanaian brand logo											
Develop marketing strategy for Ghanaian brand logo											
Develop marketing strategy for Afrocentric in-store boutiques											
Facilitate dvlpmnt of rltnshps btwn reps of African-American retailers											
Marketing mission for African American retail representatives to Ghana											
Exhibit at IBBMEC											

# AID TO ARTISANS GHANA (ATAG)

## FIVE-YEAR STRATEGIC PLAN

	YR1				YR 2		YR 3		YR 4	YR 5	Collaborate
	Q1	Q2	Q3	Q4	half	half	half	half			
<b>OPERATIONS DEPARTMENT</b>											
(VIII Pg 21)											
<b>Establish Department</b>											
Hire Manager											
Create RR&D Center and develop Product Design & Development Strategy											
Establish Targets											
Identify market cycles and product needs											
Receive product & design suggestions											
Assess what has been done to date & analyze current production											
Identify & prioritize production and fulfillment problems											
Develop Action Plans											
Implement new field staff roles											
Implement Product Design & Development Strategy											
Prioritize for implementation											
Staff orientation											
Communicate with Trade Network											
Phase-in program operations											
<b>Artisan, Producer, Exporter, Agent Certification</b>											
Catalog existing sector participants for database											
Field staff conduct interviews & evaluations											
Develop certification criteria with Trade Network Members											
Create evaluation for each producer and exporter group											
<b>Artisan Education</b>											
Research craft curriculum model											
Propose pilot project											
Collaborate with educators for development of craft curricula											
Examine personnel practices, compensation, contracts w/ TNM											
Proposal presented, amended, recommended											

**AID TO ARTISANS GHANA (ATAG)**  
**FIVE-YEAR STRATEGIC PLAN**

	YR1				YR 2		YR 3		YR 4	YR 5	Collaborate
	Q1	Q2	Q3	Q4	half	half	half	half			
<b>OPERATIONS DEPARTMENT</b>											
(VIII Pg 21)											
<b>Artisan Career Development</b>											
Examine personnel practices, compensation, contracts w/ TNM											
Create career path with stages, requirements, compensation, options											
Ongoing advocacy for craft career development											
<b>Copyright &amp; Product Design Registry Protection</b>											
Encourage producers to company label products											
Encourage mastercrafters to sign their work											
Examine existing laws / refer to attorney for recommendation											
<b>Establish RR&amp;D Center component of the Operations Department</b>											
Hire Assistant Manager/RR&D											
Determine additional personnel needs											
<b>Establish Resource Library</b>											
Collect historic and cultural information on designs & media											
Trade Journal / Design magazine subscriptions											
Materials & Equipment catalogs											
Craft instruction books & videos											
Build database of products, producers, exporters, designs											
Refine and update ATAG's website											
Explore website possibilities for stores, producers & exporters											
<b>Determine Computer / Internet Applications</b>											
Determine system requirements for ATAG & Center											
Determine software requirements for ATAG & Center											
Purchase computer & software											
Train staff											
Update hardware & software as needed											

**AID TO ARTISANS GHANA (A1AG)**  
**FIVE-YEAR STRATEGIC PLAN**

	YR1		Q3	Q4	YR 2		YR 3		YR 4	YR 5	Collaborate
	Q1	Q2			half	half	half	half			
<b>OPERATIONS DEPARTMENT</b>											
(VIII Pg 21)											
<b>Tools &amp; Materials Bank Program</b>											
Evaluate existing program											
Commit resources & operate											
<b>Provide Design Resources to Sector</b>											
Determine levels of service for artisans, producers, buyers											
Fee scale were appropriate											
Conduct workshops											
Identify and interview local design consultant candidates											
Identify international design consultant candidates											
Schedule site visits & workshops											
New Product Development											
<b>Appropriate Technology</b>											
Research equipment through trade journals											
Field Staff reports on machinery needs											
Acquisition & use strategies											
Use of technical consultants											
Prioritize needs											
Identify consultants and sources											
Schedule training at Center											
Dissemination of technical information & resources											
New Machinery / Materials Testing & Introduction											
Follow-up on orders, expedite fulfillment											
<b>Ghanaian Artist/Designer Participation</b>											
Meet with artist community leaders & univ depts											
Establish artist/artisan production groups											
Train Ghanaian design consultants											

**AID TO ARTISANS GHANA (A TAG)**  
**FIVE-YEAR STRATEGIC PLAN**

	YR1				YR 2		YR 3		YR 4	YR 5	Collaborate
	Q1	Q2	Q3	Q4	half	half	half	half			
<b>TRAINING (IX Pg 25)</b>											
<b>Training Preparation</b>											
Update inventory of relevant training courses offered by others											
Update training needs assessment of rural based artisan suppliers											
Evaluate ATAG's existing training support offerings using focus groups (see IX A 3)											
Establish fee schedule for most popular and substantial training & course offerings											
Prepare quarterly training bulletin to be available on request by TNM											
Retain local consultant to develop case studies to be used as training tool											
<b>Business/Management Training</b>											
<b>Artisan Producers</b>											
Develop business skills											
Improve production planning & management											
Improve quality control											
Strengthen customer service											
Adhere to packing and shipping requirements											
<b>Artisans</b>											
Prepare terms of reference for video											
Develop cost parameters for project - short list 3 candidates to undertake project											
Retain video producer to undertake project											
Completion of video project & implement trial training											
<b>Export Intermediary (EI) Training</b>											
Design, co-sponsor, and team teach with EMPRETEC customized training											
Evaluate co-sponsored training with EMPRETEC											
Explore, identify & implement collaborative training with other institutions											
Starting w/ EI's, test nominal charging for training services											
<b>Product Design &amp; Development Training</b>											
<b>Marketing Training</b>											



# AID TO ARTISANS GHANA (ATAG)

## FIVE-YEAR STRATEGIC PLAN

	YR1				YR 2		YR 3		YR 4	YR 5	Collaborate
	Q1	Q2	Q3	Q4	half	half	half	half			
<b>CREDIT ACCESS STRATEGY (X pg 28)</b>											
Evaluate the pros and cons of existing credit programs targeting SME's											
Analyze the essential characteristics of handicraft export demand											
Evaluate ATAG's existing credit program											
Determine ATAG's competitive advantage											
<b>RETAIL STORES (XI pg 29)</b>											
Complete ATAG stores' related housekeeping tasks identified in pre-grant stage											
Identify and recruit Director of Stores											
Part-time merchandising consultant retained											
Site Selection											
Develop methodology for selecting ideal store sites, no of and expansion pace											
Identify short list of tentative store sites and explore availability											
Re-evaluate Elmina Castle store location, explore alternative sites											
Plan new stores											
Open new stores											
Marketing Strategy											
Development of an ATAG store name and logo											
Extension of the logo to all appropriate media, including all promotional materials											
Begin outreach and establish links with tour guide operators, airlines, hotels, etc											
Product Mix Strategy											
Undertake analysis to determine existing store margins											
Develop key item strategy to stock and merchandise select items-impulse purchases											
Install POS inventory management system											
Sourcing outside ATAG Trade Network (e g Kwabena Smith)											

# AID TO ARTISANS GHANA (ATAG)

## FIVE-YEAR STRATEGIC PLAN

	YR1		Q2	Q3	Q4	YR 2		YR 3		YR 4	YR 5	Collaborate
	Q1					half	half	half	half			
<b>FINANCIAL SUSTAINABILITY (XII Pg 31)</b>												
<b>STORES</b>												
Create linkage with stores team												
Establish financial systems to measure store profitability & inventory turnover												
Investigate retail store computer systems												
Analyze current profit & loss statement to estimate revenue available												
Make merchandising decisions to establish optimum shop profitability												
<b>CONTRACTS IN DEVELOPMENT WORK</b>												
Determine services ATAG can offer												
Develop/update marketing materials which outlines those services												
Develop a network with key contact names (in and outside of Ghana)												
Mail marketing materials to network												
Follow-up calls												
Bid for contracts												
<b>SHORT TERM INVESTMENTS</b>												
Forecast capital available to invest												
Identify appropriate and high-yielding short-term investments												
Forecast earnings												
<b>RESEARCH, RESOURCE &amp; DESIGN CENTER</b>												
Identify Center services and determine fees for services												
<b>FAIRS, FESTIVALS, &amp; SPECIAL EVENTS</b>												
Develop marketing strategy and revenue targets												
Determine booth fees and admission fees to meet those targets												
Analyze revenues earned through P&L Statement												

# AID TO ARTISANS GHANA (ATAG)

## FIVE-YEAR STRATEGIC PLAN

	YR1				YR 2		YR 3		YR 4	YR 5	Collaborate
	Q1	Q2	Q3	Q4	half	half	half	half			
<b>FINANCIAL SUSTAINABILITY (XII Pg 31)</b>											
<b>SERVICE FEES FOR BUYERS &amp; EXPORTERS</b>											
Determine Sourcing Fee for Buyers											
develop list of services available to buyers											
develop marketing materials and strategy for introducing services to buyers											
Exporters Determine a fixed finders fee for bringing new business to exporters											
Analyze revenues earned through P&L Statement											
<b>DONOR FUNDING</b>											
Identify potential funders											
Develop funder strategy											
Cultivate funder relationships											
Develop proposals to augment proposed USAID funding											
<b>FINANCE &amp; ADMINISTRATION (XIII Pg 32)</b>											
Install new computer hardware and upgrade financial software											
Obtain training, as needed, for financial software											
Hire new staff person for department, if determined crucial											